

## Information Guide to the 2024 Application Form for Alumni Member of the Governing Council of the University of Toronto

Applications for **TWO (2) alumni member** positions on the Governing Council of the University of Toronto will be available as of **Thursday, November 16, 2023 at 12:00 noon**.

The **deadline** to submit an application is **Thursday, December 14, 2023 at 5:00 p.m.** Each seat is for a three-year term beginning July 1, 2024 and ending June 30, 2027.

**NOTE:** The two incumbent Alumni Governors are eligible to seek re-election.

Applicants may be invited to meet with an interview committee of the College of Electors on **Monday, February 5, 2024 between 9:00 a.m. and 6:00 p.m.**

### ELIGIBILITY REQUIREMENTS FOR CANDIDATES

#### *Diversity*

The University of Toronto is strongly committed to diversity within its community and especially welcomes applications from racialized persons/persons of colour, women, Indigenous/Aboriginal People of North America, persons with disabilities, LGBTQ persons, and others who may contribute to the further diversification of ideas and bring different lived experiences to the role.

'Alumni' are defined in *The University of Toronto Act, 1971* as 'persons who have received degrees or post-secondary diplomas or certificates from the University, or persons who have completed one year of full-time studies, or the equivalent thereof as determined by the Governing Council, towards such a degree, diploma, or certificate and are no longer registered at the University.' *The University of Toronto Act* stipulates that alumni members of the Governing Council may not be students or members of the teaching staff or the administrative staff.

Members of the Governing Council are encouraged to develop an understanding of governance principles. Detailed information about the work of the Governing Council, its Boards and Committees, and its members is available on the [Governing Council website](#). Prospective applicants are also encouraged to read the [Report of the Task Force on Governance](#) (June 22, 2010).

To find out more information about the Governing Council and its work, please view the following video: <https://governingcouncil.utoronto.ca/u-t-governance-unicameral-model>

## PRINCIPLES OF GOOD GOVERNANCE

Subject to applicable laws, University governance must be guided by excellent principles of good governance in relation to stewardship and public accountability, and at the same time recognize the unique nature and characteristics of the academic community or institution, including the:

- fundamental autonomy of universities, coupled with the essential responsibility for public accountability;
- need to respect the academic mission of excellence in teaching and research;
- importance of ensuring that academic freedom and responsibility are respected;
- need to be seen to be accountable – through transparency – to all parties interested in and supporting the University;
- desire for meaningful and objective stakeholder participation in governance; and
- diversity and broad representation of governors.

## MANDATE OF GOVERNANCE

The “Principles of Good Governance” form the basis for the mandate of governance. The three essential functions of governance include **approval** of specific policies, plans, projects or reports according to established procedures; **oversight** of institutional leadership and decision-making; and the provision of **advice** on proposed initiatives at various stages of development. Specifically, the Governing Council is responsible for matters such as:

- strategic direction;
- finance;
- human resources;
- capital expenditures and infrastructure;
- academic quality; and
- student experience.

## EXPECTATIONS OF GOVERNORS

### Governors:

- Are collectively and individually stewards of the University. Each Governor must act in good faith with a view to the best interests of the University;
- Have the obligation to ensure their actions and choices reflect consideration of the long term impact for the university as a whole;
- Understand and passionately support the mission of the University;
- Exercise informed judgement – within a reasonable time of joining the Council, become knowledgeable about the University and its role in the province, the country, and globally; the academic sector more broadly; emerging trends, issues and challenges, thereby being able to provide wise counsel on a range of issues, through knowledge of and experience with topics and their context;

## **EXPECTATIONS OF GOVERNORS continued:**

- Understand the current governance policies and practices, the mandates and authorities of the committees on which they serve;
- Respect the distinct and separate roles of governance and administration. The Governing Council must ensure that the University is managed well, but responsibility for managing the University is delegated to the President and members of the administration;
- Are dedicated ambassadors for the University, participating regularly in both internal and external events;
- Engage their fellow governors as well as the community, when appropriate, to ensure that all stakeholders also support the mission of the University;
- Are able to communicate intelligently and respectfully with people of diverse backgrounds; and
- Commit to participating actively in governance meetings. Attend at least 75% of all meetings and advise the Secretariat in advance if absence is necessary and with the understanding that the Alumni Governor role is at heart an “in person” role.

## **Desired Attributes for 2024**

This year there is particular interest in recruiting outstanding alumni who: reflect the diversity and lived experience of the University’s alumni; may contribute to the further diversification of ideas; are in their mid-career and beyond, and who will help [“DEFY GRAVITY”](#) with the following desired attributes:

### **INDUSTRY**

Industry experience in:

- Risk management including reputational risk; financial services: audit, budget, investments
- Relevant fields such as real estate, capital projects, city building
- Working with various levels of government, and public/private partnerships
- International experience and/or exposure

### **KNOWLEDGE AND SKILLS**

Knowledge and skills in:

- Governance in complex organizations in a leadership role
- Consensus building, maintaining an open mindset, creativity, and adaptability to changing circumstances
- Human resources and/or senior leadership succession planning
- Mental health, as a critical factor in the well-being of university life and society

### **VOLUNTEER EXPERIENCE**

A robust volunteer service commitment demonstrated through:

- Active and passionate volunteer activity on behalf of the University
- Good knowledge of the University’s three campuses
- A strong community presence and networks

## Desired Attributes for 2024 continued:

### INTERESTS

Have an interest in:

- Advocating for post-secondary education, internally and externally
- Shaping the student experience and promoting student success
- Championing the University as a preeminent teaching and research institution

### TIME COMMITMENT

Members of the Governing Council make a significant time commitment in their volunteer service to the University. This is a minimum of 200+ hours per year.

In addition to serving on the Governing Council, there is an expectation that governors will also serve on one or more of its Boards, Campus Councils, or Committees. Regular in-person meetings are scheduled from September to June, usually begin at 4:00 or 5:00 p.m., and continue for about two or two and a half hours.

Governors also frequently attend University and community functions, where they serve as ambassadors of the University; along with being asked to serve on various *ad hoc*, search, or advisory committees.

*Candidates located in the Greater Toronto Area will find it easier to meet these expectations.*

### APPLICATION PROCEDURE

***The Application Form follows this Guideline.***

The Instruction Guide and Application Form was made available online as of **Thursday, November 16, 2023 at 12:00 noon** from: <https://governingcouncil.utoronto.ca/governance-bodies/college-electors/needed-two-alumni>

The application form may also be requested by contacting the COE Secretary at [coe@utoronto.ca](mailto:coe@utoronto.ca)

All applications are subject to a verification process by the Secretary of the College of Electors. An application will be certified as complete only if all of the following criteria are fulfilled:

- a) The candidate is an alumnus/a of the University of Toronto as defined by the *Act* (see above);
- b) Each section of the application form has been completed following the directions contained in the Instruction Guide;
- c) Five (5) letters of reference provided: two (2) of the letters must be provided by U of T alumni.
- d) All sections of the application package are received by the **Secretary of the College of Electors by email ([coe@utoronto.ca](mailto:coe@utoronto.ca)) by Thursday, December 14, 2023, at 5:00 p.m.**

## **EVALUATION PROCESS**

All verified applications are carefully reviewed by the College of Electors. The College will then select those candidates who best meet the identified skill set required by the Governing Council and invite them to attend an interview.

**IMPORTANT NOTE:** Confidential interviews with an interview committee (Nominating Committee of Alumni Governors) will be held on **Monday, February 5, 2024 between 9:00 a.m. and 6:00 p.m.**

### **EVALUATION PROCESS continued:**

#### **Applicants**

In addition to the expectations of governors and the specific required attributes for 2023 (listed on page 3), the College also looks for evidence of the following factors when reviewing each application and during each interview:

- Past commitment to an organization/activity that has demanded extensive time and involvement on the part of the applicant;
- Understanding of the distinction between governance versus management of an organization, perhaps gained through service on one or more boards or committees; and
- Appreciation of the tri-campus structure of the University and the unique challenges that it might present.

#### **Elections**

Following the interviews, members of the College will discuss all candidates and then hold an election by secret ballot.

## **SELECTION OF ALUMNI MEMBERS OF GOVERNING COUNCIL**

Applicants are reminded that, in most years, the number of excellent candidates significantly exceeds the number of openings for alumni members of Governing Council. The College of Electors takes its role in selecting alumni members very seriously and exercises great diligence in reviewing the application forms and interviewing candidates. It is understood that many applicants may be unaccustomed to such a rigorous process where the possibility of being unsuccessful can potentially be quite high. However, nominees should recognize that, in the considered opinion of the College, even the most outstanding candidates may not be the most suitable or possess the ideal skill set being sought in any given year. Applicants who are not selected in one year are strongly encouraged to speak with the Chair of the College of Electors upon completion of the process and to consider resubmitting an application in a subsequent year. At that time, applicants may also choose to discuss the possibility of being considered for other volunteer positions within the University.

## COLLEGE OF ELECTORS

The College of Electors (College), which was established in 1971, is the body responsible for electing the Chancellor and the eight alumni members of the Governing Council of the University of Toronto. The College consists of members representing the constituent alumni associations of the University of Toronto Alumni Association (UTAA). Members may serve a maximum of four consecutive years on the College, allowing for continuity in the selection process from year-to-year.

The [\*Constitution of the College of Electors\*](#) governs the College's operation.

Through its work, the College aims to contribute to the attainment of diversity within the membership of the Governing Council, and it indirectly represents the more than 500,000 alumni of the University.

**For further information, individuals considering applying for an alumni governor position  
are encouraged to contact the  
Secretary of the College of Electors in the Office of the Governing Council  
by email at [coe@utoronto.ca](mailto:coe@utoronto.ca)**

*Thank you for your interest in serving the University of Toronto.*





## 2024 APPLICATION FORM

### FOR ALUMNI MEMBER OF THE GOVERNING COUNCIL OF THE UNIVERSITY OF TORONTO

**Instructions:**

Please read the accompanying information and instruction guide carefully before completing this form. Please provide typed responses.

**Section I: Contact Information**

Surname:

First Name:

Name used while registered at the University of Toronto, if different from above:

Campus, Faculty, College, and/or School in which you were last registered:

Year of graduation or last year of registration:

Home Mailing Address:

Home Telephone Number:

Mobile Telephone Number:

Preferred Email Address:

Preferred Fax Number:

Occupation:

Current Job Title:

Company Name:

Business Telephone Number:

Business Mailing Address

**Section II: Curriculum Vitae**

Please attach a copy of your curriculum vitae, which should include relevant University of Toronto volunteer and community volunteer experience.

**Section III: Questions**

When preparing your responses to questions in this section, please refer to the required attributes for 2024 listed in the attached Information Guide (page 3) and highlight your relevant experiences.

Please refer to the Evaluation Process section of the attached Information Guide (page 4) for required documentation.

**A. Please describe how you see the role of an alumni governor with respect to the University of Toronto’s “internal and external” communities. (Limit of 200 words)**

**B. Please describe the reasons for your interest in serving as or continuing to serve as an alumni governor. Please also outline elements of your background and relevant experience in relation to the role, including your past involvement with the University. (Limit of 200 words)**

**C. What do you think are the three greatest challenges for which the University of Toronto will need to prepare in the next three to five years? (Limit of 200 words)**

**Section IV: Letters of Reference and Nomination**

**New applicants** shall provide the following:

Three (3) letters of reference.

PLUS

Two (2) letters which shall act as a reference and an official nomination. These letters must come from alumni of the University of Toronto. For verification purposes the letters shall contain information provided by the nominator including their name, address, phone number, email, date of graduation, program, Faculty and/or School (and College of Arts and Science) and student number [if known]. Nominators **must not** be members of the College of Electors and preferably are not relatives of the applicant.

Name and Position of Individual Providing the Letters as outlined above	Letter is Attached (Yes or to be sent separately)	
	Yes	No

**Section V:**

- I would like to be considered for other volunteer positions within the University of Toronto at a subsequent time. I grant permission for this application form to be kept on file for one year and used for this purpose.

Please list areas of interest:

**Note that the application forms of successful applicants who are elected to serve as alumni members of the Governing Council will be kept on file for three years.**

**Section VII:** How did you learn of the Call for Nominations for Alumni Governor?

U of T Magazine                      *News@U of T* email                      COE website  
 Alumni Association publication/website                      Friend/Acquaintance  
 www.events.utoronto.ca webpage:                      *LinkedIn* online posting                      Other (please specify):

*“I certify that I am eligible to serve on the Governing Council of the University of Toronto, in accordance with the University of Toronto Act, 1971, as amended, and I have consented to stand for election or re-election to that office; and*

*I am not a member of the teaching staff, the administrative staff, or a student in the University. I have received a degree or post-secondary diploma or certificate from the University, or I have completed one year of full-time studies, or the equivalent thereof as determined by the Governing Council, towards such a degree, diploma, or certificate; and*

*I am no longer registered at the University.”*

FULL NAME:

Date:

The University of Toronto respects your privacy. Personal information that you provide to the University is collected pursuant to section 2(14) of the *University of Toronto Act, 1971*. This personal information is necessary and is collected for the purpose of administering the duties of the College of Electors. At all times it will be protected in accordance with the *Freedom of Information and Protection of Privacy Act*.

If you have questions, please refer to <http://www.utoronto.ca/privacy> or contact the Secretary of the College of Electors.

**Anwar Kazimi**  
**Secretary of the College of Electors**  
**Office of the Governing Council**  
**University of Toronto**  
**Room 106, Simcoe Hall**  
**27 King's College Circle**  
**Toronto, Ontario M5S 1A1**

Email: [coe@utoronto.ca](mailto:coe@utoronto.ca)

